



**DISASTER**  
MANAGEMENT



# LOCAL DISASTER MANAGEMENT PLAN

## Foreword by the Chair, Local Disaster Management Group

The Rockhampton Region is admired for its strength, resilience and ability to embrace and benefit from change. The Region is known for its relaxed lifestyle, outdoor living and natural beauty. The natural landscape that supports the community and economy to thrive also presents natural hazards so when disasters strike harm, loss and disruptions in our communities may result.

The Region is all too familiar with the impacts of natural disasters. They are considered a part of living here and from experience the Region can boast a strong level of resilience, adaptability and can show that lessons learned have been turned into actions to prepare and mitigate by individuals, businesses, organisations, Council and Government agencies.

No two events however are ever the same, and natural hazard risk assessments continue to show that those events we typically see as a threat to our community may not be the threats that pose the greatest risks moving forward. As such it is prudent that we all examine these scenarios and develop strategies to deal with these events.

The Queensland Disaster Management governance arrangements are based on shared responsibility, consultation, collaboration, coordination and communication. Those with a responsibility include all tiers of government, non-government organisations, not-for-profit organisations, disaster management groups, and others with legislated roles in disaster management. Rockhampton Regional Council is committed to ensuring our Region is prepared for any disaster. This is achieved through the Local Disaster Management Group (LDMG) and by delivering the Local Disaster Management Plan.

There exists a clear role in identifying and understanding the hazards and risks that could impact on the safety of our communities. Our role is to put in place, mitigation, preparation, response and recovery strategies and arrangements within the ambit of our resources and responsibility.

The Rockhampton Region Local Disaster Management Group is both experienced and has resources to manage the impacts that will likely occur within the Region and will continue to develop its capabilities. The community also has shared responsibility in the disaster management arrangements. The group will work collaboratively to develop and deliver strategies to assist the community prepare themselves for future events, building resilience in the form of providing education and greater awareness and understanding risks and building capacity to undertake preparedness, response and recovery actions.

On behalf of the Rockhampton Region Local Disaster Management Group I commend you for taking the time to read this Local Disaster Management Plan and trust that you will assist us in making our communities safe places to live, work and play.



Mayor Tony Williams

Chair

Rockhampton Region Local Disaster Management Group

## Authority to Plan

This Plan has been prepared by the Rockhampton Region Local Disaster Management Group and with the authority of the Rockhampton Regional Council as required under section 57 and 58 of the Disaster Management Act 2003 (the Act).

This plan has been developed in accordance with the Disaster Management Act 2003 (DM Act) and the following documents to provide for effective disaster management in the Rockhampton Region:

- The Queensland Standard for Disaster Management (2021)
- The Queensland Strategic Policy Statement (2016)
- The Queensland State Disaster Management Plan (2018)
- Emergency Management Assurance Framework (2021)
- Queensland Strategy for Disaster Resilience (2017)
- Rockhampton Region Emergency Risk Management Assessment (QERMF) (2021)
- The Rockhampton Region Bushfire Management Study, Strategy and Mitigation Plan (2020)

The plan is approved and recommended for distribution.



Peter Kofod  
Local Disaster Coordinator  
Rockhampton Regional Council  
Local Disaster Management Group

25/1/2022



Mayor Anthony Williams  
Chair  
Rockhampton Regional Council  
Local Disaster Management Group

1/2/2022



Evan Pardon  
Chief Executive Officer  
Rockhampton Regional Council

1/2/2022

Endorsed by the District Disaster Management Group  
Glen Pointing  
District Disaster Coordinator  
Queensland Police Service  
Rockhampton District Disaster Management Group

24/2/2022

## Acronyms and Abbreviations

ALO	Agency Liaison Officer
BoM	Bureau of Meteorology
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DMA	Disaster Management Act (2003)
DMR	Disaster Management Regulations (2014)
DTMR	Department of Transport and Main Roads
EAP	Event Action Plan
FRW	Fitzroy River Water
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Rockhampton Region Local Disaster Management Group
LDMP	Local Disaster Management Plan
QAS	Queensland Ambulance Service
QFES	Queensland Fire & Emergency Services
QPS	Queensland Police Service
Region	the area under the management of Rockhampton Regional Council
RFA	Request for Assistance
RRC	Rockhampton Regional Council
SDCC	State Disaster Coordination Centre
SES	State Emergency Service
Sitrep	Situation Report
SOP	Standard Operating Procedure
SPF	Strategic Policy Framework
TTN	Task Tracking Number

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## Amendment Control

AMENDMENT		PLAN UPDATED	
No/Ref	Issue Date	Inserted By	Date
1	13/01/2022	LDMG endorsed on 13/01/2022	25/01/2022

This document is not to be altered, amended or changed in any way other than those amendments authorised by the Rockhampton Council Local Disaster Management Group (LDMG). Minor amendments to this plan can be made by the assistant LDC and LDC. However, the LDMP is intended to be a live document to be regularly reviewed, assessed and amended where necessary. As such, Rockhampton Regional Council (RRC) welcomes feedback from the region's residents, visitors and others regarding this Plan.

Any proposed amendments to this LDMP should be forwarded in writing to: Coordinator Disaster Management Rockhampton Regional Council PO Box 1860 Rockhampton QLD 4700.

Previous versions of the Plan are recorded on Council's document record management system.

The Local Disaster Coordinator (LDC) will ensure contact details are kept and are up to date.

### Distribution and Availability

As per section 60 of the Act, the plan is available for inspection on Council's Website.

### Review, Monitor and Assessment

The local government must review the effectiveness of the plan at least once every year. Each September the Plan is to be reviewed against the IGEM capacity assessment. The annual review of the Plan is to be prepared by the Coordinator Disaster Management (Assistance Local Disaster Coordinator), reviewed by the Local Disaster Coordinator, presented to the LDMG for review and consideration of roles, capacity, current contact details and endorsement before submitting the Plan to Council for adoption in October.

Assessment of the plan and response capability may be achieved through operational activation or by the conduct of exercises. The LDMG will carry out at least one practical exercise per year, in September.

## Introduction

The Disaster Management Act 2003 (DMA) requires that a local government must prepare a plan for disaster management in the local government's area. The Plan must align with the Queensland Disaster Management Arrangements, describe roles and responsibilities, consider the coordination of activities and management of events likely to happen in the area.

## Purpose

The purpose of the Plan is to enhance community safety through the development of effective disaster management strategies in order to ensure effective planning and coordination of available resources to assist communities to:

- mitigate wherever possible, the potential adverse effects of an event;
- prepare for managing the effects of an event; and
- effectively respond to, and recover from, a disaster or an emergency situation.

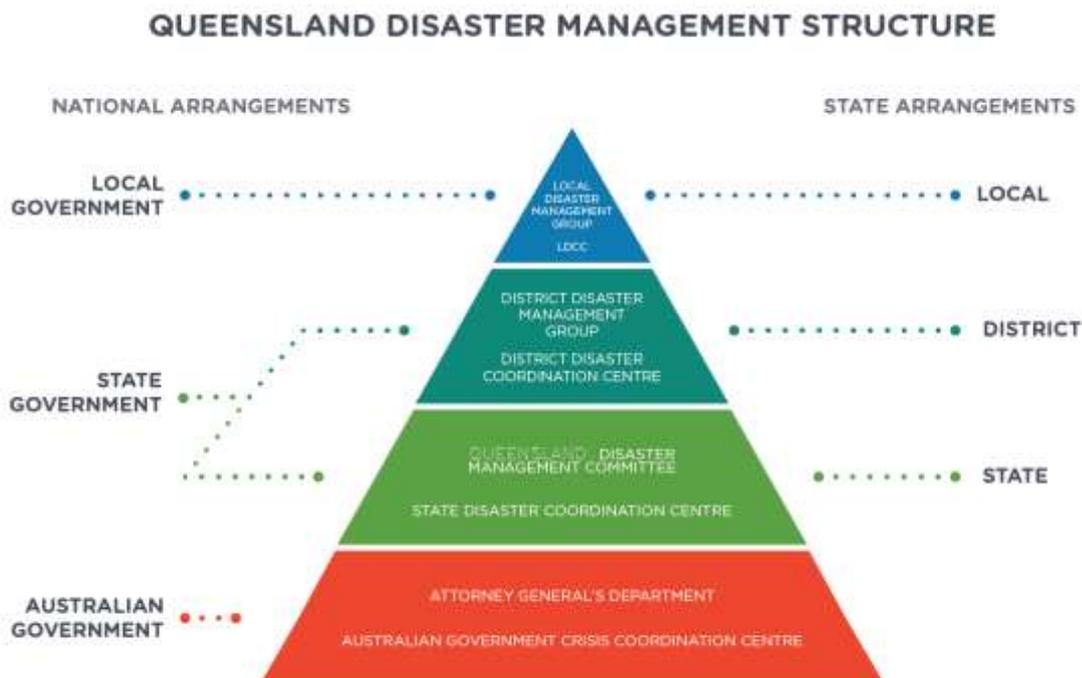
The LDMP has not been developed for the management of:

- commonly occurring incidents which are within the capacity of the individual combat agencies; or
- major incidents which are within the capacity of the nominated lead agency with a threat specific role.

However, elements of the Plan may be activated in support of a lead agency responding to a major incident.

In the event of a disaster, decision-making authority for disaster management in the local government area rests with the Rockhampton Region Local Disaster Management Group (LDMG). Such authority involves the coordination of disaster operations and activities performed during all four stages of disaster management prevention, preparedness, response and recovery agencies.

It is the responsibility of the Chair of the LDMG and Rockhampton Regional Council to prepare for and make available its resources in the event of a disaster. Queensland's tiered disaster management arrangements — based on local, district and state levels — enable a progressive escalation of support and assistance through each tier as required. The Australian Government is also included in the arrangements as a fourth level, recognising that Queensland may need to seek federal support in times of disaster.



## Overview

### Rockhampton Region Context

Located in the heart of Central Queensland, the Rockhampton Region lies on the Tropic of Capricorn. It shares boundaries with Livingstone Shire to the north, the Pacific Ocean to the east, Gladstone Regional Council area and Banana Shire to the south and Central Highlands Regional Council to the west.

The LDMG area of responsibility covers three urban centres: Rockhampton, Gracemere and Mount Morgan. In addition to these urban centres, smaller townships exist at:

- Bajool
- Bouldercombe
- Kabra
- Marmor
- Stanwell
- Gogango
- Westwood.

Rockhampton functions as the major service centre for business and employment, and the smaller townships provide an opportunity for people to live a productive and sustainable rural lifestyle, with easy access to the services of the larger urban centres.

Known for its relaxed lifestyle, outdoor living and natural beauty, the Rockhampton Region's population as of 2019 was 81,512, mostly located in the urban areas and is forecast to grow to 113,096 by 2036. In order to sustain such a population, the Region offers varied employment opportunities, with healthcare and social assistance representing the highest share of jobs. The Region is transforming into a major economic and lifestyle hub for the broader Central Queensland Region. The Region makes a vital contribution to the growth of Central Queensland, Queensland and Australian economies, with approximately \$5.014 billion gross regional product as of 30 June 2015.

The diversity of landscapes, lifestyles, economic opportunities and communities contribute to this Region being one of the most diverse in all of Queensland. The individual characteristics of the 60 localities and suburbs have shaped the unique character of the Rockhampton Region.

Major features of the Region include the Rockhampton Airport, CQ University, Stanwell Power Station, Gracemere Saleyards, Dreamtime Cultural Centre, Stockland shopping centre, Rockhampton Central Business District, Rockhampton Heritage Village, Rockhampton Botanic Gardens, Fitzroy River, national parks, Gracemere Industrial Area and Mount Morgan.

The reliable water supply provided by the Fitzroy River (Australia's second largest catchment) supports current and future economic opportunities and lifestyle. The Fitzroy River is a dominant natural feature for the Region, as it moves from expansive areas of productive pastoral and agricultural land in the west through to the Fitzroy River delta in the east. The Region is well versed in flooding events when the river breaks its banks. These are considered a regular occurrence.

Research shows there are over 1,174 different types of plant species in the Rockhampton Region. Historically, most of the Region contained eucalyptus woodlands and open forests. There were also large areas of acacia-dominated vegetation, rainforests and scrubs, mangrove and saltmarsh, together with small areas of melaleuca woodlands. Over time, more than half the local government area has been cleared or partially cleared for a range of rural and urban land uses, particularly grazing on native pastures.

Across the Region remnant ecological areas now sees the predominance of Eucalypt open forest, Eucalypt woodlands to open forests, Wetlands, Mangroves and Saltmarshes. From a fire perspective, the breaking up of the landscape through clearing provides advantages for controlling forest fires. There is still however, a significant risk to the areas of steep terrain with remnant forested areas in proximity to urban areas, which requires the LDMG to continue to focus on bushfire risk now and into the future. The most vulnerable communities are the Mount Archer area (Mount Archer, Frenchville, Norman Gardens, Lakes Creek and Koongal) and the Mount Morgan area (Moongan, Leydens Hill, Baree, Walterhall, The Mine, Struck Oil,

Limestone, Nine Mile Creek, Walmul, Trotter Creek, Fletcher Creek, Wura, Oakey Creek, Boulder Creek localities), based on the bushfire prone land and development adjacent to it, with the consequences of bushfires within these areas identified as significant.

Further details on the Region's community context are located in the ABS Census Community Profiles and in Council's Corporate planning documents.

## Climate Overview

The Rockhampton climate can be classified as subtropical. The Region is situated on the Tropic of Capricorn and lies within the southeast trade wind belt. It is too far south to experience regular north west monsoonal influences, and too far north to experience higher latitude cold fronts.

Rockhampton's average annual rainfall is a little over 800mm. Rainfall averages suggest a distinct wet and dry season, with the wet generally December to March, and the dry June to September. The Bureau of Meteorology (BoM) state that typical daytime temperature ranges are 32° - 22° Celsius in the summer/wet season, and 23° - 9° Celsius in the winter/dry season. The prevailing winds are predominantly south-eastern, but during spring and summer, late afternoon north east sea breezes give some relief from the higher temperatures. During winter and early spring, the high-pressure systems of the sub-tropical ridge can be far enough north to replace the southeast trade winds with south westerly winds behind the trough systems that split the high cells.

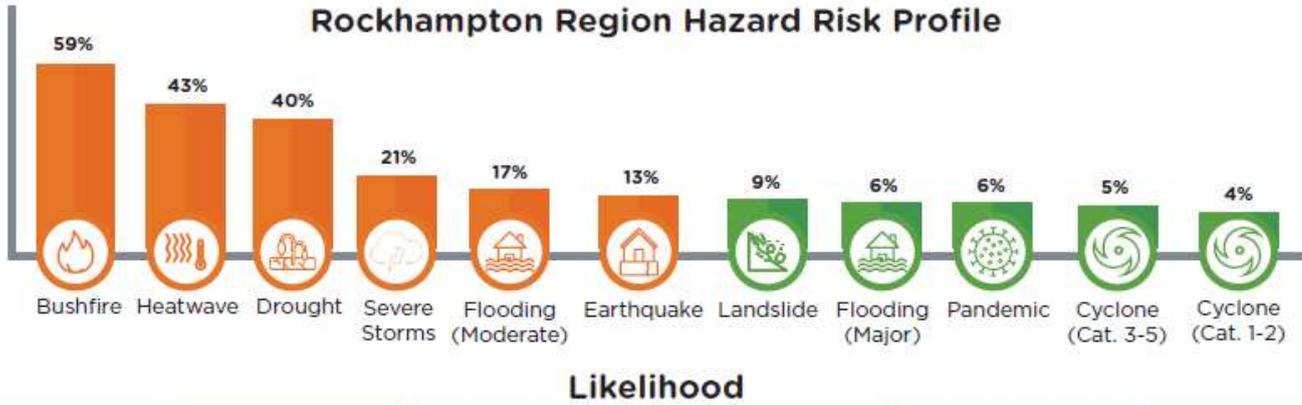
Rockhampton lies within the cyclone risk zone and the area is subject to summer thunderstorms. There is a high incidence of winter and early spring fogs. Maximum temperatures in the low to mid 40s have been recorded in October to March. Minimum temperatures as low as zero degrees have been recorded during winter. This climate presents a bushfire risk period August – November each year (prior to the typical wet season). Evidence suggests that climate change conditions predicted for the Region will see increased frequency of fires with greater intensity.

## Rockhampton Region Emergency Risk Management Assessment 2021

The LDMG collaborated to review the Region's natural risks utilising the updated Queensland Emergency Risk Management Framework (QERMF). The study built on the work of previous assessments, considered climate and State risk assessments and involved significant consultation with LDMG advisors, disaster management groups, emergency services and the community. The assessment revealed that the Region has shown it is resilient and well-rehearsed when it comes to events traditionally seen in Central Queensland. The assessment found that as the climate changes, the region is likely to be exposed to new threats.

At different times throughout the year the Region is at potential risk from a range of hazards. By undertaking this assessment it has resulted in an improved understanding of our local hazards, their likelihood of occurring in a one year period, the vulnerability of exposed elements, and ongoing consideration of the effectiveness of mitigation measures in place. For the LDMG's consideration, the Region is at risk of bushfire, heatwave, drought, severe storm, flooding (moderate and major), earthquake, landslide, pandemic and cyclone.

## Rockhampton Region Hazard Risk Profile



### Likelihood

<b>Almost Certain</b> (63% or More Per Year) Less than 1 Year	<b>Likely</b> (10% - 63% Per Year) 1 to >10 Years	<b>Unlikely</b> (1% to >10% Per Year) 10 to >100 Years	<b>Rare</b> (0.1 to >1% Per Year) 100 to >1,000 Years	<b>Very Rare</b> (0.01% to >0.1% Per Year) 1,000 to >10,000 Years	<b>Extremely Rare</b> (Less than 0.01% Per Year) 10,000 Years or More
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Concurrently as the risk assessment was carried out, a regional bushfire management study was undertaken. Both the bushfire study and risk assessment resulted in actions identified to mitigate risk for the LDMG to implement.

### Critical Infrastructure and Hazardous Sites

A list of critical infrastructure, essential services, hazardous sites and referable dams is maintained and is to be reviewed as part of the annual review of the risk assessment and plan.

### History of Natural Disasters

The history of the Region's disasters is summarised within these documents and some narratives captured.

Rockhampton has regularly been impacted by moderate and major floods. A major flood in 1918 reached a height of 10.1 metres. It is the highest recorded flood. Flooding and community disruptions followed tropical cyclones Debbie (2017), Marcia (2015), and Oswald (2013). Heavy rainfall, flash flooding, and major landslides resulting in significant damage to road networks and restricted community access resulted. The region experienced significant bushfire events in 2009, 2018 and 2019. During the 2009 and 2018 events homes were lost, while in 2018 the entire township of Gracemere was required to evacuate as fires were burning in the localities of Kabra and Stanwell. Gracemere has a resident population of approximately 8400 persons.

### Local Disaster Management Plan Aims and Objectives

#### Aims

To enable the LDMG's management of disaster risk and build community resilience through prevention, preparedness, response and recovery initiatives.

#### Objectives

The objective of the LDMP is to facilitate the implementation of effective and efficient disaster management practices that are in line with the Queensland Disaster Management Governance Arrangements.

Outcome: A greater shared understanding of risk. The Plan and the Group seeks to improve community safety and build community resilience through risk management - the identification, evaluation and mitigation of risks that might impact vulnerable elements of the community, and through planning for relevant threat response and recovery.

Outcome: Shared responsibility. The Plan, through considering potential threats, likely vulnerabilities and then describing responsibilities and corresponding roles, aims to enable robust planning to collaborate, coordinate, integrate capability when planning, delivering mitigation and preparedness activities, during operations, and for community engagement into its activities.

Outcome: Comprehensive planning. The Plan seeks to foster and enable strategies and activities that contribute toward building resilience in the Rockhampton Region. The Plan is to provide direction for the development, implementation, review and assessment of proactive planning, preparation (mitigation, education), response, and recovery initiatives.

### Strategic Intent

The Queensland Disaster Management Governance Arrangements are based on shared responsibility, consultation, collaboration, coordination and communication. Those with a responsibility include all tiers of government, non-government organisations, not-for-profit organisations, disaster management groups, others with legislated roles in disaster management and the community. Effective disaster management will occur when whole-of-government disaster management arrangements are based upon partnerships between the state and local governments. These partnerships recognise that each level of the disaster management arrangements must work collaboratively to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management.

Four principles guide the arrangements: a comprehensive approach, an all hazards approach, that there is local disaster management capability and support at the local level by district and state management groups. Plans are to be scalable, comprehensive, interoperable, value driven and adaptable.

The arrangements are flexible and scalable, enabling escalation of support and assistance through the local, district, state and federal government arrangements as required. They are premised on an all-hazards approach – using the same arrangements to respond to any event, be it a natural or non-natural disaster. They are also underpinned by the comprehensive approach – prevention, preparedness, response and recovery.

Through leadership, public safety, partnership and performance there will be continual improvement, a greater understanding of the potential risks, effective risk management, and improved ways to prepare for, respond to and recover from disasters. The arrangements seek to foster the demonstration of leadership through a commitment to building a shared culture of excellence and responsibility in strategic planning and decision making. Strong partnerships across the sector will work well when roles and responsibilities are clear and promote true collaboration.

Within the arrangements, it is local governments that are the focus for managing disasters within their respective communities. State and district levels are to provide additional resources, support, assistance and expertise as required.

Resilience within disaster management refers to a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances. The pillars of resilience are human and social, built environment, infrastructure, the economy and natural environment. The importance of the interconnectedness of the pillars (functions) of resilience should be acknowledged. The pillars influence and are influenced by each other. We are disaster resilient when resilience becomes business as usual, we build safe and connected communities, when all residents including those with vulnerabilities are supported, we deliver resilient infrastructure, stimulate economic growth, ensure sustainable management of natural resources and enable responsible development.

There is a shared responsibility for managing risk, effectively communicating, planning and developing plans, for engaging the community and managing operations. The local group is to ensure operations are responsive and effective and that strategies build capacity and understanding.

Leadership is shown through a commitment to investment and practices that can be sustained and when disaster management is integrated into core business and strategic and operational plans. It is shown when risks are managed to reduce impacts on the community and response, relief and recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery. It

is shown when there is an attitude proactively sharing information and communicating, promoting continuous improvement and when lessons identified and insights gained are shared and implemented.

## Delivery

The objectives of this plan will be achieved by the following strategic principles – and be outcomes focused

1. Prevention
  - a. Increase adherence to and introduction of systems and regulations that reduce disaster risks
  - b. Investigate and implement (where appropriate) strategies/initiatives to eliminate or reduce the impact of the effects of hazards on the community through risk management processes.
2. Preparedness
  - a. Increase community safety through public awareness, information and education
  - b. Encourage an all agencies, all hazards ethos through the workings of the LDMG
  - c. Develop capability within and between stakeholders in the form of sharing understanding of risk, undertaking training and exercising, upskilling and cross training
  - d. Identify agency and collaborative capacity in resources to maximise response
  - e. Develop contingency plans to address response and recovery issues
  - f. Establish and maintain working relationships with other agencies to increase disaster management capability.
3. Response
  - a. Efficiently and effectively co-ordinate the response to an event in conjunction with other emergency response agencies (commitment to an all-agencies approach)
  - b. Minimise the impact on the community from a disaster event
  - c. Coordinated, timely, multi-hazard and multi-agency, start at the right time and support transitions between. Response, relief and recovery improve the community's ability to cope with future events.
4. Recovery
  - a. Adequately provide welfare post event
  - b. Ensure the recovery priorities of the community are met in collaboration with other member agencies of recovery groups
  - c. Recovery should include lessons learnt and the focus on resilience building.

The Rockhampton Regional Council is committed to ensuring that the Region's disaster management arrangements comply with the provisions of the arrangement.

## Disaster Management Priorities

The priorities of this LDMP are as follows:

- Manage risk. Base the planning and the risk treatments on an all hazards comprehensive risk management approach across the Prevention, Preparation, Response and Recovery stages.
- Use the results from the risk assessment and evaluation to prioritise and implement (where appropriate) measures that:
  - are preventative and preparatory to mitigate the risk where possible, lessen the likelihood of an event occurring or lessen the impact on the community, resources and services of the Rockhampton region
  - ensure response capabilities, to take action before, during and after an event, to the full potential of local resources
  - assist the disaster-affected community to recover from an event in the social, emotional and physical wellbeing, economic, environmental and infrastructure areas of the region.
- Communicate the risks, recommended PPRR (Prevention, Preparedness, Response and Recovery) actions and local arrangements to the whole of the community to enable the members to improve their capacity to withstand a disastrous event.
- Align with the Queensland Disaster Management Arrangements, ensuring effective disaster management and operations for the Region.
- Evaluate the relevance of, and where necessary implement State recommendations including Inspector General Emergency Management (IGEM), and Commission of Inquiry recommendations.

Within these priorities is the accepted responsibility to ensure the risk based approach is updated and continually reviewed to address any changes to the Region and/or overriding legislation and principles. The group is committed to the following actions:

- Develop and maintain a LDMG membership who are appropriately qualified, and able to contribute to meeting the functions of the LDMG
- Develop and maintain an effective recovery and resilience framework to build resilience in all environments
- Review and implement local sub committees to meet identified hazards
- Write, review and exercise local plans to ensure effective disaster management
- Develop and maintain effective local community communication strategies
- Evaluate the relevance of, and where necessary implement State recommendations including Inspector General Emergency Management (IGEM), and Commission of Inquiry recommendations.

## Local Disaster Management Group

### Establishment

The DMA section 29 stipulates that a local government must establish a LDMG for the local government's area (LGA).

The functions of a LDMG are specified under section 30 of the DMA. These functions are as follows:

- To ensure that the disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State;
- To develop effective disaster management, and regularly review and assess the disaster management response;
- To help the local government for its area to prepare a local disaster management plan;
- To identify, and provide advice to the relevant District Disaster Management Group about support services required by the Local Group to facilitate disaster management and disaster operations in the area;
- To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;
- To manage disaster operations in the area under policies and procedures decided by the State Group;
- To provide reports and make recommendations to the relevant DDMG about matters relating to disaster operations;
- To identify and coordinate the use of resources that may be used for disaster operations in the area;
- To establish and review communications systems in the group and with the relevant DDMG and other Local Groups in the disaster district, for use when a disaster occurs;
- To ensure information about a disaster in the area is promptly given to the relevant District Group;
- To perform other functions given to the group under the 'Disaster Management Act – 2003';
- To perform a function incidental to a function mentioned in paragraphs above.

The Chair manages and coordinates the business of the group and ensures it performs its functions.

The group is to develop effective disaster management and regularly assess arrangements. The group is to assist the local government to prepare a disaster risk assessment, identify and coordinate resources for disaster operations in the area, identify and provide advice to the district group about residual risk and prepare and review the LDMP. The group is to ensure the community is aware of mitigating the adverse effects of an event and preparing for responding to and recovering from an event.

## Membership

The Disaster Management Regulations 2014 (DMR) provides that:

- a) a local disaster management group consists of the persons appointed as members of the group by the relevant local government for the group;
- b) at least one person appointed to the LDMG must be a person nominated by the chief executive of the department;
- c) at least one person appointed to the group must be a Councillor of a local government; and
- d) the relevant local government for a local group may appoint a person as a member only if satisfied the person has the necessary expertise or experience to be a member.

The following details the membership of the Rockhampton Region Local Disaster Management Group as appointed in accordance with Section 33 and 34 of the Disaster Management Act 2003. The Group is chaired by a councillor of the local government. The Chair must appoint a local disaster coordinator to manage disaster operations for the area. The Chair may appoint a Local Recovery Coordinator (ideally not the same person as the LDC). Members may be appointed by the local government. All members must have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Membership of the group shall mean and include any person acting in the capacity of an appointed member.

## Permanent Members

Permanent members are members that are considered the core, with the ability to provide a vote in decision making. These permanent members of the Rockhampton Region LDMG include:

Chairperson:	Cr Anthony Williams	RRC
Deputy Chairperson:	Cr Drew Wickerson	RRC
Local Disaster Coordinator	General Manager Regional Services	RRC
Deputy LDC:	Manager Infrastructure Planning	RRC
Assistant LDC:	Coordinator Disaster Management	RRC
	Chief Executive Officer	RRC
	Inspector	QFES
	SES Local Controller	QFES/RRC
	OIC Rockhampton Station	QPS
	OIC Rockhampton	QAS

Voting to confirm consensus/support on critical decisions of the group will occur following discussion and consideration of relevant information available. Where appropriate the Group may use flying minutes to seek a decision, if the Group is unable to meet in person or via a dial in/electronic meeting format.

## Advisors and invitees

In addition to its members, the LDMG may co-opt additional members or seek the assistance of individuals or organisations as circumstances may require. They sit as advisors to the group only and whilst involved with the business of the group, they will receive copies of the group's agenda and minutes and activation alerts issued during an event.

Advisors:	Regional Emergency Management Coordinator (QFES)
	Area Director (Rural – QFES)
	Australian Red Cross
	Department of Communities Housing and Digital Economy
	Department of Education, Training and Employment
	Australian Volunteer Coast Guard Association
	Capricorn Correctional Centre
	Department of Transport and Main Roads
	Queensland Health (Community & Public Health Centre)
	Queensland Health (Central Qld Hospital & Health Service)
	Energy Queensland
	St John Ambulance Australia
	Stanwell Corporation (Stanwell Power Station)

The Salvation Army  
General Manager Community Services (RRC)  
General Manager Advance Rockhampton (RRC)  
Manager Airport (RRC)  
Manager Fitzroy River Water (RRC)  
Capricorn Helicopter Rescue Service  
Department of Agriculture Fisheries and Forestry  
Telstra  
Gladstone Ports Authority  
ABC Capricornia  
Aurizon  
Queensland Parks and Wildlife Services  
Department of Natural Resources and Mines

### Notice about Membership of a Local Group

Section 37 of the DMA stipulates that the relevant local government for a local group must, at least once a year, give written notice of the members of the group to

- a) the chief executive; and
- b) the chairperson for the disaster district in which the local group is situated.

Furthermore section 14 of the DMR allows a member of a local disaster management group, with the approval of the chairperson of the group, to appoint by signed notice another person as his or her deputy. Deputies may attend a group meeting in the member's absence and exercise the member's functions and powers under the DMA at the meeting. A deputy attending a group meeting is to be counted in deciding if there is a quorum for the meeting, if the permanent member is absent.

### Sub Groups

The LDMG may constitute sub groups to address specific issues, functions and/or tasks. These may be permanent or temporary. Any decisions made, or actions taken on behalf of such groups must be endorsed by the LDMG, to ensure the validity of the decision under the Act, policies and procedures.

A Chairperson for each sub group must be appointed by the LDMG. Sub group Chairpersons or nominated sub group members are required to submit regular reports of their progress to the LDMG at scheduled meetings, or as required.

### Roles and Responsibilities

Agencies and organisations have designated responsibilities in disasters which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management.

Agency responsibilities are identified, agreed to and documented within the Lead and Support Agencies Disaster Functions Table at the end of this document. Furthermore the Functions Table details the disaster management and support functions of the LDMG. This list/table is not exhaustive; it focuses on the roles and responsibilities. Importantly, this list aims to ensure, from a whole of government perspective, that all accountabilities of the State Government with respect to disaster management have been addressed.

## Meetings

The LDMG is required to meet at least once in every six (6) months. The LDMG has resolved to meet four (4) times per year.

It is important to ensure that membership of the LDMG is not too large so that there is no difficulty encountered in achieving a quorum at meetings. This is particularly important during times of activation as the quorum requirement is not waived during disaster/emergency situations when the LDMG is activated. Under section 13 of the DMR, a quorum for the group is set at one half of the number of members for the time being holding office plus 1; or if one half of the number of members for the time being holding office is not a whole number, the next highest whole number. This is limited to the core LDMG membership and does not include the deputy members if the executive member is in attendance.

Whilst it is important to maintain a minimum number of appointed members, there is no restriction on the inclusion of supporting advisers to the LDMG on an as needs basis. Therefore, it has been considered appropriate that the core membership of the LDMG is maintained to key Council staff and emergency service providers being outlined as the permanent members.

## Action Register

In addition to meeting minutes, the LDMG should produce an actions register. The purpose of this document is to provide a running log of actions undertaken and an audit trail through to the acquittal of those actions.

Prior to each ordinary meeting of the LDMG, members will be requested to:

- Review the current actions register (distributed with meeting papers);
- Provide (where applicable) a status update advising of any actions undertaken with regard to the action;
- Capture any actions as a result of discussion outcomes. An action register should be documented. Refer to examples below:
  - The LDMG decision in relation to <XYZ> is to <<insert action required and the responsible position/person/s>>; and
  - The LDMG decision is that this matter will be dealt with out-of-session and the LDMG member/s <<XYZ>> will <<insert what the members are required to do>>. The outcome of this action will be reported back to the LDMG at the next meeting.

The action will remain active on the register until such time that it has been acquitted (e.g. all required actions have been undertaken), when completed it will be recorded as completed in the register.

## Measuring Success

### Reporting

Monitoring and evaluating the effectiveness of the LDMG's disaster management will be undertaken by review of member agency reports, completion of the action register, annual report and implementation of lessons management.

### Member/Agency Status Reports

Written member/agency status reports on behalf of the agency are used to update LDMG members on the status of the member agency's disaster management initiatives. This includes mitigation, planning and community awareness/education activities, capacity and capability development, projects, disaster management plans, operations and contact information. This information assists the LDMG evaluate the status of the disaster management and disaster operations for the local government area. Verbal member status reports would be provided at LDMG meetings by exception (e.g. during disasters).

## Annual Report

The LDMG is to identify and provide advice to the District Disaster Management Group (DDMG) about support services required by the local group to facilitate disaster management and disaster operations in the area. Each July an annual report is to be prepared for the DDC to report on the activities of the LDMG, reflecting the effectiveness and implementation of the Plan. A comprehensive written report outlining the performance of the local group of its functions is required to be provided to the DDMG.

Reports to the DDMG will include:

- A list of Disaster Management priorities for the local government area, as per the risk assessment;
- A list of disaster management priorities for the local government area requiring District and State Group support; and
- Information about the operational readiness and preparedness of the local government area.

## Implementation

### Rockhampton Regional Council Disaster Management Policy

RRC has adopted a Disaster Management Policy which fosters the ownership of disaster management in all departments within the Council. This in turn supports the actions of the LDMG and objectives of this LDMP.

### Strategic and Town Planning Development

In approving development applications, RRC ensures the proposed development is not adversely impacted by natural hazards, such as flooding, bushfire and landslide via planning controls contained in the existing planning schemes and by the application of relevant parts of the building codes, legislation and regulation that ensure buildings and infrastructure are constructed to standards that minimise damage to property and people in a disaster event.

The levels of risk to people, property and critical infrastructure are minimised by a risk based land use planning approach. This is achieved by allocating existing and future land uses and infrastructure in appropriate locations that can function to an acceptable level of risk during a disaster event. This may be through a variety of mechanisms such as:

- Development applications are triggered by an overlay map (showing hazard areas such as flood, bushfire and steep land)
- Setting location, design, construction and operating standards (setting habitable floor levels in buildings and locating essential community infrastructure above a defined flood event)
- Restricting intensification and land uses in mapped hazard areas (zoning land in flood prone areas as open space and parks).

## Prevention, Preparedness, Response & Recovery

### Prevention

1. Prevention refers to the regulatory and physical measures taken to ensure that emergencies are prevented or their effects mitigated.
2. Prevention measures can be both structural and non-structural and include engineering works, planning controls and land use planning, warning systems and regulations.
3. State Planning Policy sets out the State's interest in ensuring that the natural hazards of flood, bushfire and landslide are adequately considered when making decisions about development. These interests are also reflected in local government planning schemes.
4. Rockhampton Regional Council has undertaken risk assessment studies to enquire into the management of natural hazards. The implementation of the mitigation strategies outlined in those studies is considered a preventative measure and will assist in mitigating the impact of the hazard.
5. Responsible agencies incorporate identified risk treatment options and/or strategies into their corporate planning processes for recognition and implementation.

## Risk Management

The LDMG is responsible for the management of risk and to reduce impact, increase community safety and build resilience. The Rockhampton Region LDMG Emergency Risk Management Assessment (2021) has been undertaken using the Queensland Emergency Risk Management Framework.

No natural disaster is ever the same as its predecessor, and recent times have shown that the risks facing our community are changing faster than ever. In order to mitigate and prepare for these changing risks we need to understand them.

The results of the study contain a clear and up to date assessment of the natural hazards that could impact our community. They detail how exposed we are and the strengths and mitigation strategies that we already have in place. Importantly, this document shows that those events we typically see as a threat to our community – such as cyclones and flooding – may not be the threats that pose the greatest risks moving forward. Already over the past few years we have seen an increase in the severity and frequency of bushfires, something we haven't often faced historically, and over the next few years these events are likely to become even more extreme and complex. As we adapt to new threats, it is more essential than ever that we look to understand precisely the risks we're facing, and what we need to do to prepare. This risk assessment will inform the actions taken at Council as well as by the Rockhampton Region Local Disaster Management Group and emergency services organisations across our Region.

## Building Codes, Legislation and Regulations

The application of National Construction Codes Series (Building Codes of Australia) and building use regulations aim to ensure that buildings and infrastructure are designed and constructed to standards that minimise damage and injury in an event (up to the design event), and that the building or infrastructure is used for the purpose in which it was intended. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

The application of certain types of legislation, for example the Australian Dangerous Goods Code, Australian Code for the Transport of Dangerous Goods by Road & Rail, and Work Health and Safety Regulation 2011, which outlines the safe storage and transport of hazardous materials particularly in built up areas, aim to prevent incidents occurring that would endanger the community.

There are various laws and regulations that govern the building, development and land management process. The following provides an overview but not limited to, various pieces of legislation that govern the building industry.

## Community Awareness (Public Education)

Community awareness and public education is extremely important to empower the community during times of disaster or emergency. A fundamental challenge for local government and the emergency management sector in general, when aiming to achieve “safer sustainable communities”, is how to effectively engage the community. It is recognised that an “engaged community” involved in the decision making processes associated with emergency management activities is more likely to be responsive and self-managing when emergencies do arise.

Public education consists of an ongoing public awareness program conducted by the Rockhampton Regional Council and partner agencies in conjunction with the LDMG. Council’s website and Emergency Dashboard provides access to important information for residents to understand and make arrangements to Get Ready, Respond and Recover.

## Warning Systems

Effective warning systems are an essential preventative strategy that aims to convey information to the community relating to the approaching disaster event.

Warnings to the community from the BoM, Queensland Fire and Emergency Services (QFES) and Council, are transmitted via the electronic media and radio as required. Current warning systems in use for disaster management purposes are detailed in relevant sub plans.

## Preparedness

Preparedness is having “arrangements or plans to deal with a threat situation or a disaster, that is, the mobilisation of the disaster response structure and resources”.

Preparedness is also about measures that seek to reduce harm caused by a hazard by reducing the community vulnerability and includes measures such as:

- establishing or refining procedures regarding early warning systems, and a public education plan to inform the community of these systems;
- training relevant response personnel on operational implementation;
- considering and planning for the finances and capital required in the event of activating the disaster management plan;
- establishing emergency communication procedures;
- community awareness programs;
- effective information management;
- an up to date local disaster management plan; and
- developing, testing and exercising plans.

The LDMG will encourage an all agency, all hazard ethos within the Group, with all members of the LDMG being encouraged to take this approach, by providing advice and guidance to the LDMG on specific hazards.

The LDMG will identify and review resources annually to maximise response capability. Additionally the LDMG may establish and maintain relationships with lead and support agencies, local community groups, local volunteer service groups, the District Disaster Management Group and the State Emergency Service, (Rockhampton Regional Council SES Unit) to build an ethos of ownership and partnership with the members of the Groups to increase its overall disaster management capability.

The LDMG will identify, prepare and develop operational guidelines for emergency evacuation centres and community recovery centres, with annual reviews.

The LDMG will establish an emergency communication capability and document procedures for its use in an operational plan (emergency use only).

A key element of preparedness is the availability of:

- members of the LDMG trained in their role and responsibilities;
- trained staff to operate the LDCC; and
- appropriate resources.

The communities within the Region are well known for their resilience and through community engagement and surveys reported they have a level of preparation in place. Residents also reported that while they have taken some steps to plan and prepare, they recognise that there are further actions they need to take.

The Rockhampton Regional Council has developed a community engagement and education strategy to support the LDMG achieve this function. The strategy assists to ensure community education is tailored to the community need, addresses the priority risks and community vulnerabilities.

## Sub Plans

A sub plan is a document describing roles, responsibilities and arrangements for performance of a key response or recovery function.

The following sub plans have been endorsed by the LDMG:

- Activation Sub Plan
- Local Disaster Coordination Centre Sub Plan
- Financial Management Sub Plan
- Communication Sub Plan
- Severe Storm, Tropical Cyclone, East Coast Low Threat Specific Sub Plan
- Fitzroy River Flood Threat Specific Sub Plan
- Bushfire Preparedness and Response Threat Specific Sub Plan
- Community Health Threat Sub Plan
- Evacuation Planning Sub Plan
- Evacuation Centre Management Sub Plan
- Recovery Sub Plan

The Sub Plans are approved by the LDMG under the provisions of the *Disaster Management Act 2003* and reviewed annually as a major component of preparedness.

## Disaster Coordination Centre Arrangements

The LDMG is responsible to the DDMG for the efficiency of local government operational coordination arrangements. As such, the LDMG is responsible for the provision of a Local Disaster Coordination Centre (LDCC). Refer to the sub plan.

## Community Warning and Alert Systems

Warning systems and information require the establishment and refining of procedures regarding their use, and the inclusion of such systems in public education and awareness programs to inform the community of such systems. Typically these include the following:

- Standard Emergency Warning System (SEWS);
- emergency alerts;
- media releases; and
- social media and website updates.

Details of these systems and how they will be utilised when required are in the sub plan.

At a local level, the release of information to the community regarding the emergency and associated threats will be the responsibility of the Chairperson of the Local Disaster Management Group or their delegate. This may be done in conjunction with representatives of lead agencies and/or support agencies.

## Training and Exercises

The Queensland Disaster Management Arrangements bring together a number of agencies to work in a coordinated manner to assist communities prepare for, respond to, and recover from disasters.

Disaster management training is important to ensure that all agencies can seamlessly integrate within the region's disaster management arrangements and contribute to an effective and coordinated response.

The LDMG encourages and in conjunction with QFES, provides appropriate training and exercises of relevant member agencies such as:

- training the members of the LDMG in relation to the Queensland Disaster Management Arrangements;
- training the Rockhampton Regional Council and nominated agency liaison officers in the operation of the LDCC including the training in Guardian software;
- training the region's disaster management agencies (including Rockhampton Regional Council, emergency services, community agencies and volunteer organisations) in disaster management concepts and operations; and
- exercises to test local disaster management plans and arrangements and develop local capacity to respond to and recover from disaster events.

## Public Education

The DMA section 30 identifies functions of a local disaster management group as:

- ensuring the community is aware of ways of mitigating the adverse impacts of an event; and
- preparing for, responding to and recovering from a disaster.

Public education includes programs designed by Council in conjunction with partner agencies and the LDMG, together with material prepared by agencies, that:

- provide a detailed explanation of particular hazards;
- provide details of practical measures residents can take prior to, during and after a disaster event or incident, to help them prepare for, mitigate and recover from the impact of the event or incident; and
- encourage the public to "Get Ready" through ongoing media campaigns.

Agencies responsible for the provision of public information are as outlined in *the Functions Table*.

The following initiatives are indicative of the activities included within the community education strategy to assist in creating a more aware and resilient community:

- Inclusion of local disaster management plans, community awareness and public education publications and "Emergency Action Guide" within Council's website and emergency dashboard.
- Development of a disaster information pack for distribution to residents in the region.
- Availability for schools and community organisations to book presentations on various hazards relevant to the local community and mitigation actions that may be taken.

## Current Capacity/Operational Limitations

The LDMG recognises that response agencies need appropriate levels of equipment to be able to perform their functions effectively and efficiently.

Whilst the group recognises that agencies are responsible for raising and maintaining their own equipment, the group will:

- support applications from the Rockhampton Region's disaster management agencies for funding through grant programs;
- advocate for increases in State and Federal government funding towards local disaster management equipment initiatives;
- encourage agencies to support each other with equipment needs through strategies such as funding support and memoranda of understanding.

A measurement of the LDMG response capability may be achieved through operational activation of the LDMG or by the conduct of exercises (table top, field etc.) that test all or parts of the LDMP. Exercise findings after action report will be tabled at the next LDMG meeting for treatment options to be considered.

Additionally, at LDMG meetings, agencies are required to provide status reports and pre-season reports. They should advise of pre-season preparations and any needs they have coming into the relevant disaster threat season to maximise their capability to respond to an event.

The LDMG's response capability is achieved through:

- support and resourcing of the Rockhampton Regional Council State Emergency Service Unit;
- Council's workforce;
- the capabilities of the various lead and support agencies as detailed in the various role, responsibility and capability tables within this Plan; and
- Agency reporting and notifying of their potential trigger points from business as usual to exceeding their capacity which should be outlined within agency Business Continuity Plans and shared with the LDMG.

Council currently supports Rockhampton Regional Council State Emergency Service Unit via:

- employment of a full time paid SES Local Controller;
- funding through its Budget;
- equipment; and
- access to Council assets.

Groups which form the Rockhampton Regional Council State Emergency Service Unit are located in Rockhampton, Mount Morgan, and Gracemere.

## Emergency Planning

The LDMG recognises the importance of planning for disaster events, and actively promotes this amongst the region's disaster management agencies.

When preparing emergency plans, the LDMG will:

- utilise recognised emergency risk management principles;
- adopt a comprehensive, all agencies approach to disaster management;
- consider community preparedness; and
- consult extensively with lead and supporting agencies, and community stakeholders as appropriate.

The LDMG is responsible for maintaining this Plan. In maintaining this Plan, the group expects that all member agencies will be actively involved in the review process required under the DMA.

## Lead Agency Sub Plans

The LDMG expects that lead agencies will prepare and maintain written emergency plans that:

- control hazards for which they are responsible; and
- manage the delivery of disaster management functions for which they are responsible.

Lead agencies are responsible for reviewing and updating relevant sub plans for which they are responsible at least annually, and presenting enhancements to the LDMG for consideration.

## Community Emergency Plans

The LDMG encourages community groups, businesses, developers and others to prepare emergency and business continuity plans.

The group especially encourages organisations that care for vulnerable sectors of the community (e.g., aged care facilities) to prepare emergency plans. This is in recognition that disaster management is a shared responsibility between all entities.

## Response

The principle purpose of emergency response is the preservation of life, property and the environment. Response is defined as the “actions taken in anticipation of, during and immediately after an emergency, to ensure its effects are minimised and that people affected are given immediate relief and support”.

It includes:

- timely activation of the LDMG & LDCC;
- utilising all available resources to ensure timely and reliable information is provided to the community; and
- coordinating resources to respond to the disaster event.

The disaster arrangements stipulate that local government should primarily be responsible for managing events in its local government area. Under section 30 of the DMA, functions of a LDMG include:

- managing disaster operations in the Rockhampton Regional Council area under policies and procedures decided by the State Disaster Management Group; and
- identifying and coordinating the use of resources that may be used for disaster operations in the area.

Disaster operations are defined as activities undertaken before, during or after an event that happen to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.

The LDMG recognises that the response to a disaster event:

- needs to incorporate all those actions that help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, to a particular and specific disaster event;
- may commence prior to the impact of an event, if advance warning is given and known;
- concludes once the risks of loss of human life, illness or injury, property loss or damage, or damage to the environment are reduced to an acceptable level as deemed by the LDMG;
- and/or concludes when agencies have the internal capacity and capability to manage all anticipated requests, through the LDMG.

## Response Capability

The LDMG has a strong response capability in that it is well equipped, well-staffed and has a reliable assembly of resources including access to:

- Rockhampton Regional Council response and equipment resources;
- Queensland Ambulance Service response and equipment resources;
- Queensland Fire and Emergency Services response and equipment resources;
- Queensland Police Service response and equipment resources;
- State Emergency Service response and equipment resources;
- access to equipment (including heavy equipment) and plant within Council and through commercial providers, which is accessible through the LDCC;
- Personal Protective Equipment held by lead agencies; and
- volunteers of the many community organisations within the region.

Agencies listed have appropriate resources to deliver their agreed roles and responsibilities.

## Organisation for control

The LDMG recognises that the control of the disaster response is the responsibility of the relevant lead agency. Support required by the lead agency, upon implementation of this LDMP will be coordinated by the LDC through the LDCC.

## Coordination of Disaster Operations

The responsibility of the functional coordination of disaster operation sits with the appointed LDC. The LDC has the following functions under s.36 of the *Disaster Management Act 2003*:

- to coordinate disaster operations for the local group;
- to report regularly to the local group about disaster operations; and
- to ensure, as far as practicable, that any strategic decisions of the local group about disaster operations are implemented.

In order to achieve this, the LDCC is prepared and able to be activated to aid the LDC in the coordination of disaster operations.

## Declaration of Disaster Situation

The District Disaster Coordinator (DDC) may, with the approval of the Minister, declare a disaster situation for a district or part of it under s.64 of the *Disaster Management Act 2003*. There are conditions that must be met first and provides extra powers to particular officers to perform actions, give directions and control movements within the declared area. Section 75 describes that an ambulance officer, fire officer, health officer and police officer can be authorised to exercise declared disaster powers for the disaster situation as authorised by either the chairperson of the State Group or the relevant district disaster coordinator. Additionally s.77 details the general powers that can be exercised by these people. To facilitate the declaration of a disaster, the chair of the LDMG will seek to consult with the DDC to provide support and appropriate awareness of the event.

## Threat Escalation

The LDMG, and all lead and support agencies must be aware of the potential for the threat being addressed to escalate to a point where the resources of the lead and/or support agency are insufficient to adequately respond, in which case the lead agency shall advise the LDMG of the situation and of the resources required.

The LDMG may then request additional resources via the DDMG.

The Chairperson of the LDMG has responsibility for activating the LDMG and the LDCC and determining the stage of activation required. Activation of the LDCC is to be as per the sub plan.

## Operational Assessment

Agency Liaison Officers (ALOs) from relevant agencies/organisations may be required to attend the LDCC. These officers are experienced and highly ranked in their field with the authority to commit their organisations resources in support of the LDMG/LDCC operations.

During activation of the LDCC, agency liaison officers will establish communication with their parent agency field personnel via their control centres in order to provide accurate information to the LDCC in regards to their agencies operational needs in the field.

## Mobilisation of Resources

Upon the decision by the Chair of the LDMG to mount an operation and/or activate the LDCC in response to a disaster or emergency event the Local Disaster Coordinator will advise key personnel of all organisations as per relevant SOPs.

The extent of resources required will depend on the type and size of the event/disaster; therefore, it is not possible to state that the local government has sufficient resources in the event of a disaster.

Should available resources prove to be insufficient the LDMG will request assistance from the District Disaster Coordinator through the submission of Request For Assistance form.

Each voluntary group, service agency or organisation is to operate and command its own resources (material and man power) providing regular updates through the LDCC and LDMG and will be allocated tasks of those resources by the LDMG and/or LDCC through their liaison officer or delegate.

## Resupply Operations

Within the Rockhampton region, resupply operations will need to be carried out to certain areas in various types of disasters. Community awareness and public education is used to inform residents of the preparations they should be making prior to an event but sometimes the preparations are not completed in time or the event is longer than anticipated and the pre-stored items run out therefore requiring resupply to some residents.

There are three forms of resupply:

- Isolated Community Resupply
- Isolated Rural Property Resupply
- Resupply of Stranded Persons

## Support from External Agencies

In the event of activation of the LDMP and LDCC communication will be established with the District Disaster Management Group via the District Disaster Coordinator or their nominated representative.

Communication will be by telephone, email, face to face and the provision of:

- regular status reports (frequency as determined by DDMG);
- LDMG representation at DDMG meetings;
- participation in DDMG telephone conferences;
- submission of “requests for assistance” as required/determined by LDMG; and
- establishment of electronic (email) communication where possible between LDMG & DDMG as well as the previous points.

The type and level of support to be provided by external agencies would depend on the type of event. However, due to current access problems to Rockhampton and surrounds when flooding occurs it is envisaged that there could be requests for fuel, food, medical supplies and water resupply. The potential also exists for specialist external assistance to be required for rescue of persons (i.e. isolated due to floodwaters, swift water rescue, urban search and rescue). These are just some examples.

Following Queensland Disaster Management Arrangements, once a group’s resources within the local government’s area are exhausted a request is sent upwards to the next level. Should available resources at the local government area level prove to be insufficient; the LDMG will request assistance from the District Disaster Coordinator through the submission of Request For Assistance. Requests can then be escalated from District to State and finally Commonwealth support can be requested should State resources be exhausted or not available.

## Functional Arrangements

### Lead Agency

A functional lead agency is the agency in control of the management of a disaster function when this LDMP is activated. Control relates to managing “what should be done, when and by whom”.

Control operates vertically across agencies that are contributing to the management of the particular hazard. For example, during a cyclone event, RRC is the lead agency, and will control all agencies that are contributing to evacuation centre/emergency shelter management. This includes giving directions and tasks to supporting agencies and opening and allowing access to centres.

Being in control does not mean that the lead agency supplies all the resources to deliver a function. A lead agency will be supported by other agencies that have an agreed role to support the delivery of the disaster management function. For example, in the management of evacuation shelters/emergency shelters, RRC is assisted by a number of agencies.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by endorsement of the LDMG.

### Support Agency

A support agency supports the lead agency in the delivery of a disaster management function through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

### Coordination

When this LDMP is activated, the LDMG is responsible for the overall coordination of disaster events. The Group is to ensure that information and resources are acquired and distributed where needed and when needed.

During a disaster, a number of lead agencies may be in operation at the same time. For example, a disaster may involve the management of a number of threats, and the delivery of a number of disaster management functions (such as evacuation, shelter management and community support).

Coordination is about ensuring lead and support agencies have the resources and information needed to carry out their agreed roles. Under this plan, the LDMG is responsible for ensuring coordination of the response to an event including coordination of resources, information, intelligence, communication and all agencies involved.

Coordination operates horizontally across agencies, but does not extend to the control of threats or functions or to the command of agency resources.

## Threat Specific Arrangements

### Threat-Specific Lead Agencies

A threat-specific lead agency is the agency in control of the management of a specific threat when this LDMP is activated. Control relates to managing “what should be done, when and by whom”. Control operates vertically across agencies that are contributing to the management of the particular threat.

For example, during a wildfire threat, the Queensland Fire and Emergency Services are the lead agency and will control all agencies that are contributing to wildfire management through the LDMG and LDCC. This includes giving directions and tasks to supporting agencies, allowing access into various zones and determining the need for evacuation.

Being in control does not mean that the lead agency supplies all the resources to manage a threat. A lead agency will be supported by other agencies that have an agreed role to support the management of the threat.

Control does not extend to commanding the resources (personnel and equipment) of other agencies. Each agency is responsible for commanding their own assets.

Lead agency status is usually bestowed by legislation, common law, regulations, or by agreement of the LDMG. Lead agency threat specific plans are normally activated by a threat specific regional representative on the LDMG.

### Support Agency

A support agency supports the lead agency in the management of a threat through actions or the provision of personnel and equipment.

While under the control of a lead agency, support agencies retain responsibility for commanding their resources and ensuring that their own standard operating procedures are correctly implemented.

### Post Impact Assessment

The purpose of post impact assessment is to provide emergency or disaster managers with a source of comprehensive, standardised information on the impact of a hazard. This information can be used to set priorities and make management decisions relating to the response to an emergency or disaster and to the initial steps leading to recovery.

Post disaster assessment is a key process in the response and recovery stages of the disaster management continuum. Immediately after a hazard has affected a community, there is a need to identify what the impact has been and what needs to be done to ensure the safety of life and property and to return the community to normality.

These processes require information. In the early stages of an emergency or disaster, information may be scarce or it may be overwhelming. It will almost certainly be confused, fragmented, conflicting, biased, inappropriate, inaccurate or wrong. The availability of information and its quality will improve with time. Early decisions, made on the basis of limited information, can then be refined or changed, if necessary.

Impact assessments examine the ways in which the hazard has affected the community or communities. Information collected and analysed during the initial assessment becomes baseline data.

The type of information that needs to be processed during impact assessments will vary with the hazard, the severity of the impact, the complexity of the community and the area to be assessed. It will also vary according to the amount and accuracy of baseline data with which it can be compared.

When compiling impact assessment information, the information can include:

- the area affected, by geographical location and size (with breakdowns into areas of severity if appropriate);
- the major causes of casualties and damage;
- human effects and casualties including the number of:
  - people affected
  - deceased (and whether deaths are continuing);
  - injuries and types (major or minor) and illnesses and people missing;
  - people who have had to evacuate or have been displaced and the places to which they have moved; and
  - people homeless or requiring shelter or evacuation;
- damage details, including to;
  - homes destroyed or damaged;
  - key community buildings destroyed or damaged;
  - other buildings destroyed or damaged, including commercial premises and suppliers of basic necessities to the community;
  - lifelines and other key infrastructure;
  - transport systems;
  - agriculture and food supply systems; and
  - key local economic resources such as industrial premises;
- identification of secondary hazards that may pose a threat in the immediate future;
- sources, availability and purity of water for drinking and other purposes;
- environmental health and sanitation threats;
- availability of food supplies at family and community level;
- available medical staff, facilities and supplies within the affected area and their activities;
- resources that have survived the disaster and might be usable in the response;
- the capacity of local government and emergency management structures to manage the local response and recovery; and
- government, community and other organisations operating in the area and their activities.

## Needs Assessment

Needs assessments deal with the type, amount and priorities of assistance needed by an affected community after a disaster or emergency. Their purpose is to identify the:

- needs of the affected community or communities to save and sustain life and reduce the risk of further damage and provide an indication of their urgency;
- needs that can be met from within the affected community and those that can only be met with outside assistance; and
- specialised needs of the affected community for recovery, the resources available to meet those needs from within the community and the external assistance that may be needed.

The information that should be sought during a needs assessment immediately after a disaster may include the personnel, resource and equipment requirements for:

- search and rescue;
- medical evacuation;
- evacuation of survivors;
- medical and health support;
- environmental health;
- water supply and purification;
- sewerage services;
- shelter (including clothing, furniture etc);
- human (and animal) food (including storage, cooking, delivery etc): restoration of lifelines; and
- delivery of assistance.

## Operational Reporting Event Action Plan (EAP)

During the activation of the LDMG and LDCC at the beginning of each shift a brief will be provided by the LDC to all LDMG members and the LDCC staff. The direction of the actions and strategies of that shift will be guided by this LDMP and they will also provide details to the Planning Officer and the LDC for the EAP to be developed for the oncoming shift. This document is kept within the Guardian system and is highlighted for all staff in the LDCC to refer to during their shift. It is then saved for future reference and the Guardian copy is updated.

## Situation Report (SitRep)

During disaster operations it is important to keep all relevant organisations informed, primarily the District Disaster Management Group. Sitreps are used to ensure the accurate capture of all information from the various areas of the operations to inform decision makers regarding response activities, forward planning and to communicate the current and forecast situation of the event. All LDMG members are required to contribute to the report utilising Council's disaster management incident management system Guardian IMS.

## Hot Briefs and Post Event Briefs

A hot brief is held either at the end of operations or intermittently through protracted events. It allows the review of what has happened within disaster operations, sharing lessons learnt, identify issues that have occurred and any solutions that were found. These can be implemented as soon as discussed and the current processes are reviewed. Furthermore a post event brief can be held a few days or up to a week after the completion of the operations. This allows participants to think over their involvement and the effectiveness of the operation.

## Post Operations Reporting

Incorporating the details provided during the briefs, compiling the SitReps and IAPs and looking at the statistic reports that can be exported from Guardian regarding the number of jobs, tasked agencies, etc., provided the information required to complete a Post Disaster Assessment. This is additional to the Impact and Needs assessments and other reports compiled during and after an event.

## Providing Support Outside of Rockhampton Region

Upon request by the DDC, the Chair of the LDMG, or delegate, may activate the LDMG and this plan for the purposes of providing support to disaster-affected communities outside of the Rockhampton Region. This may also include Council to Council requests (C2C).

## Financial Planning

The LDC is to provide guidance to the Council in relation to planning, operational finances and the capital required to activate the LDMG and LDCC to the appropriate operational level of readiness taking into account the following considerations:

Council's financial management policy and procedures will govern all financial delegations and authorisations to expend funds, recording of expenditure etc. Lead and Support Agencies should also record all costs associated with a disaster response in accordance with their respective organisational financial management policies and procedures. Details are contained in the sub plan.

## Warnings and Public Information

At a local level, the release of information to the community regarding the emergency, and associated threats, will be the responsibility of the Chairperson of the LDMG or their delegate. Distribution of information to the public should occur prior to and during activation of the LDCC.

In accordance with the LDCC Sub Plan, once the LDCC has been activated, the Local Disaster Coordinator is to appoint a media liaison officer who will be responsible for:

- notifying the media of the public telephone number for seeking assistance;
- arranging all media briefings; and
- dealing with enquiries from media representatives.

Should evacuation of an at risk area be required the lead agency in conjunction with the Queensland Police Service (and other agencies deemed necessary or appropriate by the lead agency) and where possible in consultation with the Chairperson or Deputy Chairperson of the LDMG, will be responsible for advising the public of the need for evacuation.

In events where local government is the lead agency, the Chairperson/Deputy Chairperson of the LDMG shall be involved in making public announcements and providing press releases. In events where local government is not the lead agency, public announcements and communication should be endorsed by the LDMG and/or LDCC prior to release by the agency or the above process.

Consideration must be given to special needs groups such as hearing impaired and people of non-English speaking background when releasing relevant information and warning.

## Information Management

All information (incoming and outgoing) in regards to the management and response to an event must be communicated through the LDCC as detailed in the LDCC sub plan. The use of the incident management software in the LDCC makes the management of information much more efficient and is invaluable as an operational and tasking log. Recording requirements are set out as tasks and all actions taken within the Centre are captured within the program. Individual running logs are also to be maintained.

## Document Management

Once a disaster event begins all participating agencies are responsible for the management of all documents such as, but not limited to, records of inspections of preparedness, activities of officers and response records.

## Recovery

The primary aim of recovery is to assist the affected community to regain a proper level of functioning following a disaster both initially and in the long term.

Recovery is the coordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.

The five elements of recovery are:

- Human-social (including psychosocial recovery);
- Building;
- Transport;
- Economic (including financial and political considerations and business continuity); and
- Environmental.

## Recovery – Management Structure

Local recovery services should, to the extent possible, be managed at the local level.

Recovery commences as soon as possible after the disaster event and includes activities and services needed to restore the emotional, social, economic and physical well-being of an affected community. For this purpose a sub plan outlining more specific recovery arrangements has been developed

The Recovery Sub Plan identifies relevant possible members who perform critical roles in the recovery process and therefore could form the recovery sub group which would be the body responsible for planning and advising the LDMG of a best possible recovery process for impacted communities of emergency or disaster events within the Council area. The recovery sub group is chaired by the Local Recovery Coordinator.

It is important that any assistance provided to the community empowers them to recover themselves and does not take away individual autonomy. It should provide them the necessary tools to assist them in their endeavours to return back to normality. Where local capacity requires support the District and State Recovery groups can be requested to provide assistance.

## Human-social Recovery

Human-social recovery involves the immediate, short, medium and long term health and social well-being of the community, and the longer term returning of the community to normal functioning.

In terms of short-term recovery, the LDMG will:

- provide coordination assistance and support to community recovery agencies through the LDCC;
- take over the Evacuation Centre Sub-plan and implement the Recovery Sub-plans as required;
- provide information to the public through the media to advise of local community support agencies and services, and financial assistance available through the Department of Communities, Housing and Digital Economy and Rockhampton Regional Council and any other agencies including insurance agencies;
- provide for the specific needs of culturally and linguistically diverse groups through existing networks and community groups, where these exist;
- provide for the special needs of elderly, disabled and other groups through existing networks and community groups, where these exist;
- ensure psychological first aid (trauma counselling) is made available to the community through the resources of Queensland Health, Department of Communities, Housing and Digital Economy and supporting community organisations; and
- The LDMG recognises that human & social recovery of a community often requires a long-term commitment to a collaborative partnership of funded and non-funded organisations and agencies. The LDMG recognises its critical role in supporting the efforts of these agencies to achieve a locally led recovery of the impacted community.

## Infrastructure Recovery

Infrastructure recovery involves restoring critical infrastructure, non-critical government and community infrastructure and privately owned infrastructure.

## Critical and Essential Infrastructure

During a disaster event the LDMG will give first priority to reinstating the region's critical and essential infrastructure. Strategies to be implemented will include:

- Water services will be reinstated, where possible, by Fitzroy River Water (FRW). If these services are not operating, public information/warnings will advise of alternative arrangements, which will depend on the condition of facilities and the availability of alternative sources for continuity of supply.
- Sewerage services will be reinstated, where possible, by FRW. If these services are not operating, public information/warnings will acknowledge the failure of the system and advise of alternative arrangements that should be followed to ensure public health and safety.
- Electricity/power is supplied to the Region via overhead transmission lines from the main Rockhampton feeder station to a network of substations. Advice from Ergon Energy is that the substations have been designed with 100 year ARI immunity; however there could be problems in accessing some of these facilities. Ergon Energy has an Emergency Management Plan for responding to widespread loss of power.
- Telecommunications in the region is serviced by modern networks supplied by Telstra, Optus and various other providers. Whilst copper cables still exist in areas of the region, the majority of the trunk main network is fibre optic cable. The NBN network is in use in the area. The providers have restoration responsibility for their telecommunication services and associated infrastructure and have plans in place for facilitating this. The major Telstra exchanges are not vulnerable to flood inundation; however in the event of loss of power most exchanges have a back-up diesel system with fuel storage capacity.
- Radio communications are the contingency for a telecommunications failure and are also utilised by many services in everyday activities. The major radio tower situated on Mt Archer near Rockhampton provides communications for a majority of the region. Consequently access to Mt Archer needs to be maintained.
- Roads and Bridges, restoration of local roads and bridges is the responsibility of RRC. Restoration of state and national roads and bridges is the responsibility of the Queensland Department of Transport and Main Roads. These agencies will be responsible for damage assessment of these assets, restoration works, implementing alternative routes and advising the LDMG and the public about conditions and alternate routes.
- Buildings, RRC will be responsible for inspection of and restoration of local government buildings. Energy and Public Works will be responsible for the inspection and restoration of State buildings. The restoration of privately owned critical infrastructure will be the responsibility of the asset owner, with owners being required to follow all relevant laws and regulations. Owners of privately owned critical and essential infrastructure may request the LDMG to consider providing assistance with restoring the asset to partial or full operations, provided the group considers the asset provides an essential service to the community.

In the event of activation of the Queensland Disaster Relief and Recovery funds may be made available to assist the recovery of public infrastructure.

## Non-critical government and community infrastructure

Owners of non-critical government and community infrastructure will be responsible for the restoration of their own assets.

In the event of activation of the Queensland Disaster Relief and Recovery funds may be made available to assist the recovery of public infrastructure.

## Private non-critical infrastructure

Owners of private assets will be responsible for the restoration of their own assets. The LDMG encourages all owners of assets to ensure that they have appropriate insurance in place.

During an event which includes large numbers of homes and businesses damaged, the LDMG will:

- coordinate the provision of safety inspection services, utilising the services of the Queensland Building Services Authority, Housing Industry Association, Master Builders Association, and private contractors, as appropriate or through grant funding for the home owner; and
- Work with the Insurance Council of Australia to facilitate access to insurance services.

In the event of activation of the Disaster Relief and Recovery Arrangements, funding assistance (loans) may be available to the owners of business infrastructure and grants and assistance through the Department of Communities, Housing and Digital Economy may be made to individuals and families to restore essential personal infrastructure.

## Recovery

### Economic Recovery

Commercial and agricultural sectors of the region may be subject to losses including business disruption. The impact to local economic activity may cause hardship in terms of provision of services, food supply, communication and social dislocation, as well as loss of employment and community services.

The LDMG expects that businesses operating within the region have:

- business continuity plans; and
- appropriate levels of insurance to cover commercial losses.

Economic recovery will depend on the severity of the event. The LDMG may include the following strategies in the recovery process:

- encourage insurance companies to assess and compensate business for losses, including business disruption considerations;
- facilitate and encourage business to re-establish for the benefit of themselves and the Community;
- involve the local business community in re-establishment processes; and
- promote and provide assistance in seeking disaster relief funds that may be available under state or national disaster relief programs to ensure long-term viability of the sector.

The LDMG recognises that the Department of State Development is the lead agency for business recovery and the group will support the efforts of this Department through the process.

### Environmental Recovery

During disaster events there is great potential for environmental damage within the Council area. Both the natural and non-natural environment is vulnerable.

With respect to the natural environment, rivers, creeks, water supplies, conservation areas, and the ecosystem in general may be in need of recovery.

Depending on the nature of the event, assessment of the damage caused to the environment may be difficult to measure. During a disaster event, the LDMG may implement the following short-term environmental recovery strategies:

- Request the assistance of the Department of Environment and Heritage Protection in conducting environmental assessments;
- Carry-out assessment of water quality including ongoing monitoring; and
- Display relevant warning signs.

With respect to recovery of the natural environment, the LDMG recognises that the Department of Environment and Heritage Protection is the lead agency, with support from RRC and other agencies as required. The LDMG will support the efforts of the Department of Environment and Heritage Protection throughout the recovery process wherever possible.

With respect to the non-natural environment (e.g. parks and the built environment), the LDMG recognises that Council is the lead agency.

## Roles and Responsibilities

Reflecting the State Disaster Management Plan the following tables describe the roles and responsibilities and functions of agencies.

Agency	Roles & Responsibilities
Rockhampton Region Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Functions as allocated to the group under section 30 of the DMA</li> <li>▪ Development of comprehensive local disaster management planning strategies</li> <li>▪ Design and maintenance of a public education/awareness program, which is delivered through member agency resources</li> <li>▪ Coordination of support to response agencies</li> <li>▪ Reconnaissance and impact assessment</li> <li>▪ Provision of public information prior to, during and following disaster events</li> <li>▪ Recommended areas/locations to be considered for authorised evacuation</li> <li>▪ Public advice re voluntary evacuation</li> <li>▪ Identification, resourcing, staffing, management and operation of evacuation centres</li> <li>▪ Coordinate locally based community support services</li> <li>▪ Design, maintenance and operation of a local disaster coordination centre, including the training of sufficient personnel to operate the centre</li> <li>▪ Coordination of recovery support services</li> <li>▪ Co-ordination of volunteers to assist owners in clean-up of private dwellings.</li> </ul>
Rockhampton Regional Council	<ul style="list-style-type: none"> <li>▪ Prioritise and maintain essential services to the community</li> <li>▪ Establishment of Local Disaster Co-ordination Centre</li> <li>▪ Local public warning and advice</li> <li>▪ Maintain an SES unit in accordance with the DMA</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> <li>▪ Coordinate/facilitate community recovery</li> <li>▪ Provide and maintain systems and staff for LDCC</li> </ul>
Rockhampton Regional Council State Emergency Service Unit	<ul style="list-style-type: none"> <li>▪ Provide membership to RRC LDMG</li> <li>▪ Management information system for SES volunteers</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> <li>▪ Provide liaison officers to the RRC LDCC</li> <li>▪ Assist the community to prepare for, respond to and recover from an event or disaster</li> <li>▪ Search operations for missing persons (QPS to coordinate)</li> <li>▪ Provision of emergency lighting</li> <li>▪ Flood boat operations – search &amp; rescue (QPS to coordinate)</li> <li>▪ Tarping damaged roofs</li> <li>▪ Sandbagging</li> <li>▪ Chainsaw operations (cutting &amp; removing fallen trees or trees at risk of falling)</li> <li>▪ Support to agencies/services as required</li> <li>▪ Assistance in community information services</li> <li>▪ Augment emergency communication</li> <li>▪ Assistance in traffic control</li> <li>▪ Perform activities to raise the profile of the SES</li> <li>▪ Recovery Operations</li> <li>▪ Support flood barriers</li> <li>▪ Support resupply operations.</li> </ul>

Agency	Roles & Responsibilities
Queensland Ambulance Service	<ul style="list-style-type: none"> <li>▪ Pre hospital assessment, treatment and transportation of injured persons</li> <li>▪ Assistance with evacuation (medical)</li> <li>▪ Provision of advice regarding medical special needs sectors of the community</li> <li>▪ Initial treatment and transport of casualties</li> <li>▪ Initial triage of casualties</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Ergon Energy	<ul style="list-style-type: none"> <li>▪ Maintenance of electrical power supply</li> <li>▪ Advice in relation to electrical power</li> <li>▪ Restoration of power supply</li> <li>▪ Safety advice for consumers</li> <li>▪ Clearance of debris from power lines</li> <li>▪ Power isolation where necessary</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Telstra	<ul style="list-style-type: none"> <li>▪ Restoration of Telstra services</li> <li>▪ Advice re Telstra infrastructure damage</li> <li>▪ Provision of emergency telecommunication equipment</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> </ul>
Queensland Department of Transport and Main Roads	<ul style="list-style-type: none"> <li>▪ All issues relating to State Controlled Road network</li> <li>▪ Assistance in tracing of animal and livestock products being transported</li> <li>▪ Halting, off-loading and disinfecting of transportation vehicles as required</li> <li>▪ Implementation of vehicle detour routes for state controlled roads</li> <li>▪ Provision of heavy earthmoving equipment and manpower</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
St John Ambulance	<ul style="list-style-type: none"> <li>▪ First Aid</li> <li>▪ Assist QAS as required with treatment &amp; transport of injured persons</li> <li>▪ Provide information, advice &amp; updates to LDMG as required</li> <li>▪ Assist with First Aid of SES while undertaking recovery operations.</li> </ul>
Queensland Health	<ul style="list-style-type: none"> <li>▪ Public health advice and warnings</li> <li>▪ Psychological and counselling services</li> <li>▪ Coordination of medical resources</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Red Cross	<ul style="list-style-type: none"> <li>▪ Support Management and operations of Evacuation Centres</li> <li>▪ Support welfare of displaced persons</li> <li>▪ Undertake registration of evacuees and displaced persons on behalf of QPS, utilising Register.Find.Reunite</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Department of Communities, Housing and Digital Economy	<ul style="list-style-type: none"> <li>▪ Disaster relief assistance funding</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul> <p>Housing and Homelessness</p> <ul style="list-style-type: none"> <li>• Direct responsibility for people residing in social housing properties.</li> <li>• Management responsibility for department-funded community housing and homelessness services.</li> <li>• Respond to all residents in the affected areas who are seeking housing assistance as a result of being displaced from their housing.</li> <li>• Leading or participating in a coordinated approach between agencies that have housing related strategies in relation to medium and long term recovery.</li> </ul>

Department of Environment and Science (National Parks)	<ul style="list-style-type: none"> <li>▪ All issues within Parks camping grounds/facilities.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>
Department of Agriculture and Fisheries	<ul style="list-style-type: none"> <li>▪ Co-ordination of resources in exotic animal disease outbreaks.</li> <li>▪ Detection of source of infection.</li> <li>▪ Slaughter and disposal of animals and infective agents.</li> <li>▪ Evaluation and compensation.</li> <li>▪ Control of movement of animals, animal products, vehicles.</li> <li>▪ Disinfection/disinfestation.</li> <li>▪ Public advice and information.</li> <li>▪ Provide information, advice &amp; updates to LDMG as required.</li> </ul>

## Functions

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Plan Management	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Ensure that disaster management and disaster operations in the area are consistent with the State Group's Strategic Policy Framework for disaster management for the State and disaster operations in the area.</li> <li>▪ Develop effective disaster management and regularly review and assess the LDMP.</li> <li>▪ Assist RRC to prepare Local Disaster Management Plan.</li> <li>▪ Identify, and provide advice to the DDMG about support services required to facilitate disaster management and disaster operations in the area.</li> <li>▪ Ensure the community is aware of ways of mitigating the adverse effects of an event and preparing for, responding to and recovering from the disaster.</li> <li>▪ Manage disaster operations in the area under policies and procedures decided by the State Group.</li> <li>▪ Provide reports and make recommendations to the DDMG about matters relating to disaster operations.</li> <li>▪ Identify, and coordinate the use of resources that may be used for disaster operations in the area.</li> <li>▪ Establish and review communication systems in the group and with the DDMG in an event of a disaster.</li> <li>▪ Ensure information about a disaster in the area is promptly given to the DDMG.</li> <li>▪ Conduct annual exercises to test/review the Local Disaster Management Plan.</li> <li>▪ Coordination of activities of member organisations in times of emergency.</li> </ul>
Liaison with District Group	Chairperson – Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Attend meetings of DDMG.</li> </ul>
	Local Disaster Coordinator	<ul style="list-style-type: none"> <li>▪ Liaise with the Executive Officer District Disaster Management Group in relation to advice and support services available to the local group.</li> </ul>
<b>Support Functions</b>		
Risk Assessment	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Identify, analyse and evaluate relevant risks of disasters/events to the community with a view to implementing mitigation measures aimed at decreasing or eliminating the impact of such events on society and the environment.</li> <li>▪ Implement risk management programs where appropriate.</li> <li>▪ Source funding/assistance.</li> </ul>

Disaster Management Function	Responsible Persons/Agency	Key Accountabilities
Community Awareness	Local Disaster Management Group	<ul style="list-style-type: none"> <li>▪ Develop community awareness and education programs on an annual basis.</li> <li>▪ Conduct community awareness/education programs.</li> <li>▪ Provide and distribute information brochures to members of public.</li> <li>▪ Publish and distribute Action Guide re natural disasters.</li> <li>▪ Provide regular reports regarding community awareness and education program activities to the Executive Officer, DDMG.</li> </ul>
Operational Planning	Local Disaster Management Group Members Local Disaster Management – Support Groups	<ul style="list-style-type: none"> <li>▪ Regularly review and revise LDMP and Sub Plans to ensure operational readiness.</li> <li>▪ Prepare SOPs relevant to all areas of operations.</li> </ul>
Coordination of Disaster Management Training	Local Disaster Coordinator/ Coordinator Disaster Management	<ul style="list-style-type: none"> <li>▪ Conduct annual exercise to test/review LDMP and ensure staff is trained in disaster management.</li> <li>▪ Conduct skill audit of disaster coordination centre volunteers.</li> <li>▪ Identify training requirements of disaster coordination centre volunteers.</li> <li>▪ Implement/resource training courses for disaster coordination centre volunteers.</li> <li>▪ Identify training requirements of other disaster management staff.</li> <li>▪ Implement/resource training courses for disaster management staff.</li> </ul>

## Lead and Support Agencies Disaster Functions

Function	Lead Agency	Support Agency
<p><b>DISASTER COORDINATION</b> To assist the LDMG to coordinate the actions, information and resources required to effectively respond to a disaster and to assist the group communicate with the DDMG.</p>	<p>Rockhampton Regional Council</p>	<p>LDMG &amp; DDMG</p>
<p><b>HUMAN AND SOCIAL</b></p> <p>The provision of immediate and continuing care of disaster affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated and the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.</p>	<p>LDMG Local government and disaster management groups may be required to determine the immediate relief needs of persons displaced or severely impacted by an event.</p> <p>Department of Communities, Housing and Digital Economy - where identified recovery needs cannot be met by the capacity of the local community, service requests for support may be escalated.</p> <p>The DCHDE may support recovery hubs to provide hardship assistance, psychological first aid and access to a range of support and information services.</p>	<p>Department of District Community Recovery Committee Australian Red Cross Salvation Army St Vincent de Paul Service Clubs Queensland Health (Social Workers) Culturally and Linguistically Diverse Community Organisations</p>
<p><b>EVACUATION MANAGEMENT</b> To provide for the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.</p>	<p>LDMG</p>	<p>Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Department of Transport and Main Roads Q Rail Other private transportation providers</p>
<p><b>EVACUATION CENTRE/ EMERGENCY SHELTER MANAGEMENT</b> To manage facilities (evacuation centres/ emergency shelters) that provide disaster affected people with their basic human needs. These include accommodation, food/water, community information, and personal support</p>	<p>LDMG</p>	<p>Australian Red Cross Salvation Army Lifeline St Vincent de Paul RSPCA St John Ambulance</p>

Function	Lead Agency	Support Agency
as the starting point to assisting people recovering from an event.		
<b>IMPACT ASSESSMENT</b> To assist the LDMG in planning, formatting, and conducting a complete initial impact assessment. This assessment gathers information on the magnitude of the event, and the extent of its impact on both the population and the community infrastructure.	LDMG	All member organisations of the LDMG
<b>DAMAGE ASSESSMENT</b> QFES undertakes damage assessments to gather information about the number of homes and buildings damaged and the nature of the damage.	QFES	QRA
<b>MASS CASUALTY/ FATALITY, MEDICAL SERVICES AND PUBLIC HEALTH</b> To provide coordination of the health and medical resources needed in responding to medical care needs following a disaster event. To assist in the protection of the community, via temporary or preventative health measures to minimise the threats to public health.	Queensland Health	Queensland Police Service LDMG Private Medical Practitioners Day surgery facilities Private In-Patient Care Providers (Hospitals, Hospices, Nursing Homes) Private Domiciliary Care Providers Queensland Ambulance Service
<b>PUBLIC INFORMATION AND WARNINGS</b> To provide for the effective collection, monitoring, management and dissemination of accurate, useful and timely information and warnings to the public during disaster events.	LDMG (Lead agency of Rockhampton Regional Council)	DDMG Electronic media Print media Bureau of Meteorology QFES Community organisations
<b>PUBLIC WORKS AND ENGINEERING</b> To provide for the continuity of service of essential water, power, communication and sewerage services, building inspections, road, rail, bridge and marine facility damage assessment, maintenance or repair, and demolitions and debris clearing as required.	Asset Owners: Rockhampton Regional Council DTMR (Road and Marine) Queensland Rail Department of Communities, Housing and Digital Economy Ergon Telstra	Powerlink NBN
<b>SEARCH AND RESCUE</b> Provide support to communities after a disaster event and to coordinate the use of resources in	Queensland Police Service	Queensland Fire & Emergency Service State Emergency Service

Function	Lead Agency	Support Agency
search and rescue in response to an actual or potential disaster condition.		Queensland Ambulance Service Australian Volunteer Coast Guard
<b>RESUPPLY OPERATIONS</b> To ensure that communities are re-supplied with food and other essentials during times of isolation.	QFES LDMG QPS	Retailers Suppliers District Disaster Management Group QFES
<b>TRANSPORT</b> To coordinate the use of transportation resources to support the needs of local government, voluntary organisations and other disaster support groups requiring transportation capacity to perform their emergency response, recovery and assistance missions.	LDMG QPS Traffic Management Road Recovery TMR	RRC Air Carriers Marine Carriers Private transport contractors Private companies with suitable heavy vehicles Voluntary agencies with transportation available Queensland Rail Queensland Transport.

### Threat Specific Lead and Support

Threat	Lead Agency	Support Agency
Blue Green Algae Bloom	Rockhampton Regional Council	Qld Health
Contaminated Water Supply	Rockhampton Regional Council (Fitzroy River Water)	Qld Health Queensland Ambulance Service General Medical Practitioners Queensland Police Service State Emergency Service
Cyclone & Storm	Rockhampton Regional Council	State Emergency Service Queensland Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Australian Volunteer Coast Guard Department of Environment and Science - Parks and Forests
Dam Failure	Rockhampton Regional Council (Stanwell – Storage Dam; Sunwater – Eden Bann)	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health Department of Natural Resources

Earthquake	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Energy and Public Works Qld Health
Exotic Animal/Plant Disease (including aquatic)	Department of Agriculture and Fisheries (Biosecurity Queensland)	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Ergon Energy Queensland Fire & Emergency Service Qld Health
Explosion	Queensland Police Service	Rockhampton Regional Council. Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service
Fire ▪ Wildfire/Bushfire ▪ Urban Fire	- Queensland Fire & Emergency Services (Rural) - Queensland Fire & Emergency Services (Urban)	Queensland Police Service Queensland Ambulance Service State Emergency Service Ergon Energy Rockhampton Regional Council Qld Health
Flood	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Hazardous Material Incident	Queensland Fire & Emergency Services	Queensland Police Service Rockhampton Regional Council State Emergency Service Queensland Ambulance Service Ergon Energy CHEM Unit RACE (Response Advice for Chemical Emergency) Qld Health Industry concerned
Heatwave	Qld Health	Rockhampton Regional Council Queensland Ambulance Service
Influenza Pandemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies

Landslip	Rockhampton Regional Council	State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire & Emergency Service Department of Transport & Main Roads Qld Health
Loss Power	Ergon Energy	State Emergency Service Rockhampton Regional Council
Major Transport Accident (Road/Air/Rail)	Queensland Police Service	Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Ergon Energy Department of Transport & Main Roads Queensland Rail Rockhampton Regional Council Qld Health Civil Aviation Safety Authority (CASA) Department of Defence
Medical Epidemic	Queensland Health	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health Medical agencies
Military Training Incident	Department of Defence	Queensland Police Service Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health
Oil Spill from Ships	Department of Transport – Maritime Safety Qld	Gladstone Ports Corporation State Emergency Service Queensland Fire & Emergency Service Department of Transport & Main Roads Rockhampton Regional Council Qld Health Coast Guard Environmental Protection Agency
Terrorism	Queensland Police Service	Rockhampton Regional Council Queensland Ambulance Service State Emergency Service Queensland Fire & Emergency Service Ergon Energy Telstra
Urban Search & Rescue (including swift water rescue)	Queensland Fire & Emergency Services	Queensland Police Service Queensland Ambulance Service State Emergency Service Rockhampton Regional Council Qld Health

<p>Infrastructure Failure/ Loss of Utilities</p> <p>Water &amp; Sewerage</p>	<p>Rockhampton Regional Council (Fitzroy River Water)</p>	<p>State Emergency Service Queensland Police Service Ergon Energy Telstra Queensland Ambulance Service Queensland Fire &amp; Emergency Service Department of Transport &amp; Main Roads Qld Health Australian Volunteer Coast Guard Department of Environment &amp; Science Department of Resources (Water storage specific)</p>
<p>Aviation Disaster</p>	<p>Queensland Police Service</p>	<p>State Emergency Service Queensland Police Service QANTAS Virgin Australia Aviation Fire Services Queensland Ambulance Service Queensland Fire &amp; Emergency Service Rockhampton Regional Council Qld Health</p>